



A. The Industry



Baltimore's market for living consists of the City's diverse housing stock and aesthetic built environment, social and human services, and urban amenities and attractions. The City's strength relies on the positive interaction between these major components of urban living. To ensure a healthy quality of life for Baltimore residents, a strong and affordable housing market must be complemented with adequate City and human services and accessibility to urban amenities.

The core products of Baltimore's market for living include the following:

1. A housing unit, or a residence, is a basic necessity for living in the City. Baltimore has a diverse range of housing products at all levels of affordability. The most common housing type is the single family row house, which makes up more than 50% of the city's housing stock.
2. When customers buy a house in Baltimore, they also purchase municipal and human services such as public schools, police and life safety, sanitation services, parks and a range of social services.
3. Amenities of urban living include diverse neighborhoods, density and the accessibility of services, retail, and public transportation.



B. Customers

According to the 2000 Census, Baltimore residents have a median family income of \$35,440 compared to \$59,324 in the Baltimore region; therefore, the City's median family income is approximately 60 percent of the surrounding region. Also, 22 percent of households were in poverty, which is a significantly higher figure than any of the surrounding jurisdictions and the metropolitan area as a whole. There are also approximately 3,000 persons in Baltimore without permanent homes.

The most common income calculation used as a way of determining income eligibility for various housing programs is called the Area Median Income (AMI). AMI is calculated every year by the U.S. Department of Housing and Urban Development (HUD) for every county and metropolitan area. The 2005 Area Median Income in the entire Baltimore metropolitan area for a family of four was \$72,188. Families of four with incomes below 80% of AMI, or \$57,750 in 2005, are categorized as being low-income by HUD and are eligible for special housing programs and benefits.

2005 AMI Distribution	AMI (4-person household)	% of Baltimore residents in each category*	Affordable Sales Price (3-bedroom unit)	Affordable Rent (3-bedroom unit)	Typical Occupations
30% AMI	\$21,656	27%	\$66,009	\$541	Home Health Aide, Fast Food Clerk, Dishwasher, Store Cashier, Parking Lot Attendant
80% AMI	\$57,750	39%	\$176,189	\$1,444	Teachers, School Counselors, Police Officers, Physicians' Assistants, Insurance Claims Adjuster
120% AMI	\$86,625	18%	\$264,284	\$2,166	First Year Lawyer, Assistant Professor
120% Above	****	17%	*****	*****	

*Median Income of 4-person households in Baltimore is approximately 60% of AMI. Based on 2000 Census income distribution.

As a result of increasingly concentrated poverty within the City, the City has a substantial population that relies on Baltimore's stock of affordable housing and human services. As the following charts indicate, the City has a markedly different distribution of household types than other jurisdictions in Maryland, with fewer married couple households and higher percentages of single person households and households headed by single females. Between 1995 and 2000, Baltimore lost nearly four times as many family households with school-age children than it gained. As a result of this loss, the City has a smaller proportion of middle-income residents in comparison to the surrounding jurisdictions. Having a stable middle class population in the City will raise the quality of life for all residents and perception of the City as a viable place to live and raise children.

The proportion of City residents over 60 has grown to comprise 17 percent of the population. Even more prominently, 38 percent of the City's homeowners are over the age of 60. This may cause a need for new construction or adaptation of existing properties to accommodate the physical challenges rowhouses present to seniors due to their multistory layouts.

City residents have varying expectations on what city living should provide based on their personal or family situations. As such, which city amenities or services are most important to residents may vary greatly from household to household. The amenities and services most valued by all groups of City residents include the following: quality affordable housing; quality of public education; quality and access to human services; public safety and crime; access to transit and transportation networks; parks and open space; historic and cultural amenities; aesthetic landscaping and streetscaping; and access to jobs, retail and recreation.

While attracting potential migrants to the City, Baltimore needs to achieve a balance between supporting the needs of the new higher and middle income residents while providing additional quality affordable housing, municipal services and social assistance to the existing population living in poverty. Poten-

tial residents include both those who currently live within the Baltimore region and those who reside in other regions of the United States as well as other countries. While Baltimore has a recent history of losing population because of out-migration, the City gains residents from the Mid-Atlantic region as well as other regions of the country and other countries. In fact, Baltimore had a positive net gain of residents from Washington, DC and New England between 1995 and 2000.

Potential residents come from many demographic backgrounds and are described below by what attracts them to Baltimore.

1. Employment Mobility

Potential residents who are attracted by local employment opportunities will likely work in the professional or service sectors, broadly defined, as well as construction. These customers desire a variety of housing types both to rent and to own in stable, vibrant neighborhoods with easy access to their place of employment, shopping and entertainment.

2. Regional Affordability

Potential residents who are attracted by Baltimore’s affordability and location within the region but who work elsewhere also desire housing choice in stable neighborhoods. Access, using both transit and private automobiles, to regional destinations including Washington, DC and suburban employment centers is crucial to attracting these potential residents. A relatively small stock of single family detached homes, approximately 13% of total stock, may serve as an obstacle to attracting this group of customers, since these customers are often more price-oriented than urban living-oriented.

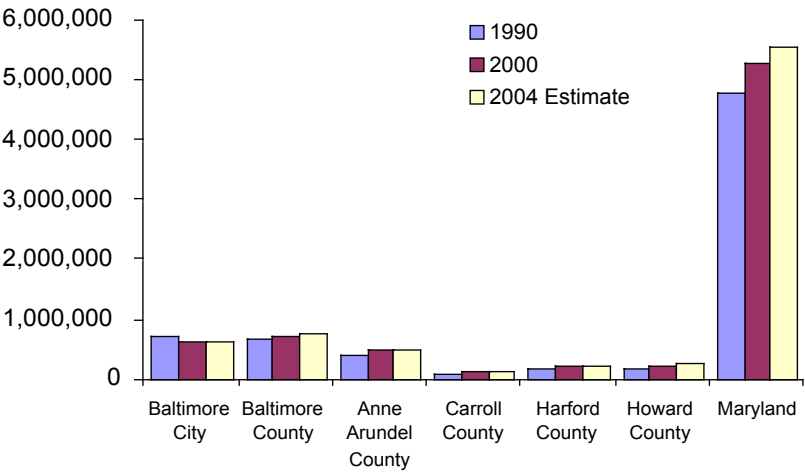
3. City Choice

Potential residents who are attracted by urban amenities and an urban lifestyle will seek housing in key City neighborhoods. These customers are potential residents of choice who, in the recent past, have tended to be relatively affluent. These potential residents may choose to live in Baltimore regardless of the location of their job within the region, and may, in some cases, be the source of new business locations within the City. This group generally desires row-houses, condominiums, and high quality historic homes unique to the City. These customers are focused on the City’s top-tier neighborhoods near the waterfront and in historic single-family neighborhoods with access to cultural amenities, upscale retail opportunities and transit connections.

C. Market Size and Trends

Recent population estimates for Baltimore indicate a slowing in the rate of population loss since the 2000 Census enumeration. Projections indicate that the City population is expected to stabilize and slightly increase through the year 2020. This positive shift in the population trend indicates renewed inter-

Population Change for Maryland and the Baltimore Region 1990 - 2000

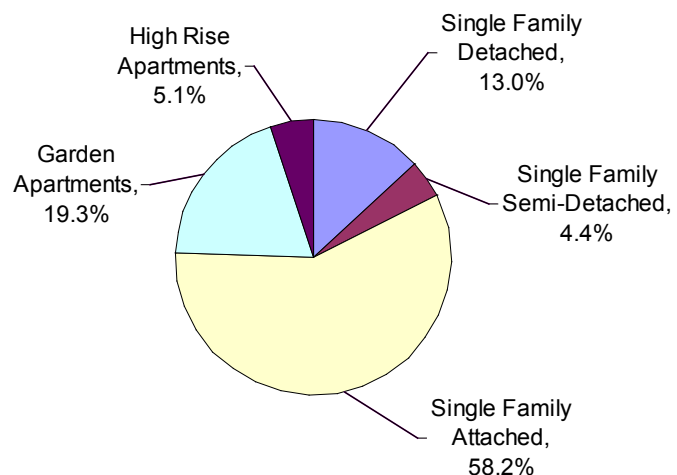


est in Baltimore as a place to live and presents opportunities to attract potential residents from all walks of life. While population loss has clearly slowed, this positive trend could be somewhat offset by the steady decline in the average household size. Rather than focusing solely on population gain, increasing the number of City households and quality housing units is crucial to stabilizing population and increasing the tax base. A strategy of encouraging density in strategic and specific areas with the infrastructure to handle increased growth and sustain a healthy quality of life must be undertaken.

The Baltimore Region gained 164,212 people from 1990 to 2000 while the City continued to lose population. While the City's rapid population loss has largely ended, there continues to be a net out-migration to the surrounding counties. Baltimore gained 30,052 residents from the surrounding counties while seeing a net loss of 103,183 citizens to the region as a whole. However, the City is in the unique position within the region as being the only jurisdiction welcoming large-scale residential development and population growth. The City needs to position itself as a place that is ready to claim its share of regional growth. If the City were to gain its share of projected state population growth between 2005 and 2020, it would result in a 2020 population of 734,501, a net gain of over 83,000 residents.

A recent increase in the price of homes indicates greater demand for living in Baltimore. While the median single family home price increased 14.3% for Baltimore from 1999 to 2000, with greater increases in appreciation in specific neighborhoods, the City remains relatively affordable within the Baltimore region, which saw an average increase of 59.7% in the price of single family homes. In the third quarter of 2005, the City posted the strongest gain in home sales prices of any jurisdiction within the Baltimore region.

**Baltimore Housing Unit
Types by Percentage, 2005**



D. Location

Baltimore's location combines its housing affordability and strong urban fabric into a range of products attractive to a diverse market. Baltimore is well situated near the nation's capital, Washington DC, as well as centrally located among other East Coast metropolitan areas, to attract and retain residents. The City is connected by both commuter and long distance rail to Washington, DC, Philadelphia, New York, Boston and other northeastern destinations. Within the region, Baltimore is the focus of the public transportation system with a high level of access in and out of downtown and many other City neighborhoods.

E. Competition

Baltimore's chief competitors are other jurisdictions in the Baltimore region, Washington, DC and its suburbs as well as other Mid-Atlantic Cities, especially Philadelphia. Baltimore is competitive within the Baltimore-Washington Region as a place to live, which is evidenced by the positive population gain from Washington, DC and the relatively slight losses to suburban Washington and other Maryland counties. Baltimore showed a net population gain from Northeast states between 1995 and 2000, showing its growing strength in the larger region. While it is important to capitalize on our affordability, urban appeal and ease of access to Washington, DC, Baltimore City must become more competitive within the Baltimore Region and the State of Maryland. Both the state and the region continue to experience population gain, and our success as a market for potential and existing residents relies on our ability to capture a greater share of this growth. Baltimore must address struggling neighborhoods, an aging infrastructure, and weaknesses of City schools in order to change the trends of the past. Focusing on our products and services as our strengths, as well as on the needed strategies for improvement, is the key to increasing our resident market.



A. Products and Services

Specific Products and Services Sold

Choosing to **LIVE** in Baltimore requires considering three layers of products and services: housing units, the neighborhoods in which housing units are located, and the amenities that enhance the value of housing and neighborhoods, such as shopping, transportation, local parks, public libraries, community centers and schools. These products and services make Baltimore a desirable place to **LIVE**, potentially drawing a range of new residents into city living while enhancing the lives of existing residents.

Baltimore City Housing Profile

Housing	Owner-occupied	Rental	Total
No. of Units	129,870	128,125	257,995
% of Units in City	50.3%	49.7%	100%
Vacancy Rate	3.6%	7.6%	5.6%
Avg. Household Size	2.57	2.27	2.42

Source: U.S. Census 2000

The core product offered for living in Baltimore is the housing unit. Housing is offered at a broad range of types, sizes and prices. The types of housing offered include single-family houses -- both attached and detached -- multi-family units such as apartments and condominiums, as well as niche-oriented products such as loft buildings and live-work spaces. As can be seen in the chart above, these housing products are offered as rentals and owner-occupied products in nearly equal proportions. Baltimore's specific mix of products includes a heavy orientation towards single-family attached units, usually referred to as rowhouses or townhouses. Rowhouses comprise 58.2 percent of the City's housing units. By contrast, single-family detached units represent only 13 percent of the housing stock. Apartments, both high-rise and garden style, represent nearly a quarter of the housing available in the City of Baltimore. This product mix represents both a strength and weakness of the City's housing market. While the Baltimore rowhouse offers energy efficiency, neighborly contact, wise use of space and classic design, the rowhouse offers neither the multiplier effects resulting from the density of high-rise living nor the personal space offered by the detached house. As will be seen below, this product mix creates very specific strategies that must be taken to position the City in relation to its competitors.

Beyond the housing unit, another core product for living in Baltimore is the neighborhoods in which the housing units are located. Baltimore has 271 neighborhoods, each with its own distinct identity that contributes to the overall identity of the City. These neighborhoods, each with their distinct mix of housing types, neighborhood retail, parks and recreational facilities, and institutions such as schools and churches, offer a strong local context within the setting of a much larger city. The character of these neighborhoods cannot be matched by the newer tract developments that comprise the majority of the surrounding jurisdictions' residential settings. The quality of these neigh-

neighborhoods is enhanced by the amenities that are available within or near each neighborhood. Strong neighborhood retail strengthens the neighborhood's identity and makes the area more usable. Similarly, access to transportation makes a neighborhood much more easily connected to the city. Lastly, for several neighborhoods, location near major attractions visited by residents throughout the City and region can make an area especially attractive and place a premium on housing values.

Baltimore offers a range of services that can enhance the housing market through incentives to encourage investment where it might not otherwise occur. These incentives include loans, loan guarantees, Payment In Lieu Of Taxes (PILOT) agreements, and Tax Increment Financing (TIF). The City government also works to aid the housing market through activities such as plans review, permitting, inspections, and code enforcement. The combined effect of these actions is to foster high quality redevelopment of the City's residential market, enhance housing values, and stabilize the City's residential areas.

Baltimore's services for living also include a number of programs to intervene in the housing market to improve living conditions for residents with special needs, such as elderly or disabled residents, homeowners who are cost-burdened, and renters in properties with environmental hazards such as lead. These programs are instrumental in maintaining the best possible quality of life for City residents while contributing to neighborhood quality and improving the overall condition of the City's housing stock. As Baltimore's population ages, many of these programs will need to be strengthened to meet the demands of a growing senior citizen segment.

B. Competitive Advantage

Housing affordability and the dominance of rowhouses are unique to Baltimore City, compared to other options in the region. Beyond these factors, Baltimore's competitive advantage comes from the City's location and convenience within the metropolitan area. Baltimore has a wealth of cultural, sporting, entertainment and recreation amenities that are not available in the surrounding jurisdictions. These amenities make the City attractive as a residential destination and add value to residential units that are located near them.

Another unique feature is the large supply of historic structures in the City. Some of Baltimore's best housing is located within designated historic districts, a status which can offer access to financial incentives, rewards for restoration, and incentives for conversion of industrial buildings to residences. There are no jurisdictions within the United States with as many historic districts as Baltimore, and the number of historic properties designated in Baltimore equals the number of properties designated in New York City and Washington, DC combined. Absent a spurt of historic designation activity in other East Coast cities, Baltimore has and will keep a commanding position in the marketplace for historic housing.

The Inner Harbor, with its rapidly developing residential market, is another unique Baltimore feature. This area carries the Baltimore brand perhaps more strongly than any other area of the City. To leverage this position as much as possible, the City needs to capitalize on the desire to live in this area by creating the type of dense urban living arrangement that is served by shopping and entertainment activities.

Related to the Inner Harbor residential growth, Baltimore also has a competitive advantage in the area of downtown housing. No other city in the region offers the opportunity to live amidst the region's largest job center in the same manner as Baltimore. Due to the large selection of transportation modes available, the City Center is also convenient to Johns Hopkins Hospital, the State Center Office Complex and numerous job centers outside of the City, including Washington, DC. The downtown market has been growing faster than any other part of the City and is now one of the largest and fastest-growing residential downtowns in the United States. Luckily, there is still ample room for expansion of the downtown residential base, leading to exciting possibilities to create a 24 hour environment that has been lacking in the City's core. As can be seen in the table below, Baltimore rents are a great value in comparison to rents in other northeastern cities.

Most Expensive Places to Rent in the U.S.A. in 2005

Rank in U.S.	City/Metro Area Center	Rent, \$/ sq ft
1	New York City	\$26.04
2	Boston	24.33
5	Northern New Jersey	22.35
6	Stamford, Connecticut	21.76
7	Nassau-Suffolk Counties, NY	21.05
13	Washington, D C	17.54
14	Central New Jersey	16.54
15	Philadelphia	15.40
17	Baltimore	13.91

Source: Forbes National Real Estate Index Price for 'Class A' Apartment, 2005

C. Customer Perceptions

Customers consider many factors when deciding to buy a house in Baltimore, whether as existing or new residents: housing price, size, and location, neighborhood status and safety, and proximity to entertainment, shopping, recreation, transportation and schools. Baltimore's housing and neighborhoods generally perform well on most of these criteria.

In the area of price, Baltimore offers the consumer great value both in terms of low housing prices and reduced transportation costs. Baltimore's housing continues to sell at lower prices compared to its suburban competitors and the Washington, DC urban core. Affordability is critical to attracting and retaining persons and families. Baltimore City is the most affordable housing market within its region, according to data relating house prices to personal or family income. In 2004, the median price of an existing single-family home in Baltimore City was 2.6 times the median income of Baltimore City residents; in surrounding suburban counties, the same ratio, applied to county homes and county residents, was over 3.0, showing the City's comparative affordability. The proximity of many of Baltimore's residential neighborhoods to major job centers and higher education institutions significantly cuts down on travel time for residents, regardless of the mode of transportation used.

Housing Affordability by Baltimore Regional Jurisdiction, 2005

Jurisdiction	Affordability index (median sale price: median family income)	Median single-family home price increase 1999 – 2004
Baltimore City	2.6	14.3%
Anne Arundel County	3.6	78.5%
Baltimore County	3.2	61.3%
Carroll County	3.8	69.9%
Harford County	2.9	53.0%
Howard County	3.7	81.4

Sources: U.S. Census Bureau; Maryland Department of Planning; Maryland Association of Realtors ®

Despite the continued affordability of Baltimore housing, City housing prices have recently risen much faster than those of suburban jurisdictions. This trend threatens to diminish one of the City’s greatest assets, if it causes residences in safe, well-located neighborhoods to no longer be affordable.

In the area of convenience, Baltimore offers a traditional urban setting with convenient accessibility to neighborhood retail and parks. Additionally, many neighborhoods in Baltimore offer access to large employment centers, such as downtown, major hospitals, and universities.

Status measures the desirability of a product. In many cases, Baltimore’s houses and neighborhoods score well in this area, due to the high quality of Baltimore’s historic housing stock and the desirability of the many new residential units that have come on the market in recent years. Prestige of a neighborhood is best reflected in a few key indicators – price, low vacancy rate and length of time on the market. In recent years these indicators have improved dramatically, demonstrating both the increased strength of the City’s housing market and an increased interest in City living.

Safety is the one area where the City suffers from both a perceived and real inferiority to surrounding jurisdictions. Addressing what has been long been seen as a significant problem in the City, recent crime prevention efforts have paid off as violent and property crimes have dropped substantially since 1999. Despite this fact, overall rates of crime within Baltimore City are still substantially higher than those in competing markets, both locally and regionally.

D. Comparative Analysis

Compared to competing jurisdictions, Baltimore offers a radically different housing product. The rowhouse, which accounts for over 58 percent of the City’s residential units, is the product that dominates the City market and provides a clear alternative to single family subdivisions in pod-and-collector street arrangements. The rowhouse offers substantial savings over other housing types in terms of its heating and air conditioning costs per square foot. The row-

house is also adaptable to the growing taste for larger houses. Many rowhouse renovations have involved adding to the original structure through vertical and rearward expansions. The rowhouse has shown its versatility in its ability to be augmented with new features such as roof decks.

Baltimore is also the only location in the region with an ample supply of newly-constructed, high-density housing, much of it on or very near the waterfront. This new housing is designed primarily for persons and couples without school-age children, as it provides little or no play areas. The recreational amenities associated with this housing are mostly water-oriented, such as marinas for berthing recreational boats. This is in sharp contrast to suburban Anne Arundel County, where most of the waterfront land is occupied by single-family detached housing with extremely high waterfront real estate prices, and Baltimore County, where many of the waterfront areas are undergoing a piecemeal transition from “shore shacks” to million-dollar waterfront homes.

New housing needs to be marketed based on three specific criteria: location, convenience to regional amenities, and price. These three factors are the City’s chief competitive factors in the regional housing market and should be capitalized upon whenever possible.

As part of its larger, City-wide response to market forces, Baltimore will work with individual neighborhoods to stabilize localized real estate markets. This will focus City resources and services on retaining existing residents while attracting new residents. Tailoring City action to the particular needs of each community will efficiently and effectively cut the constraints which can hinder neighborhood stability, allowing more Baltimore neighborhoods to compete with their suburban alternatives.

Overall, the City of Baltimore’s combination of location, historic housing stock, affordable prices, distinctive neighborhood character, convenience and accessibility makes the City an attractive place to live. Future efforts should focus on expanding the base of successful neighborhoods to include well-located or amenity-rich areas that have been underperforming due to the condition of the housing stock or a lack of coordinated investment in recent years.

Baltimore will remain competitive in the housing market because of its history, cultural and recreational amenities, diversity, and all the opportunities with which a cosmopolitan city is endowed. Baltimore offers lower prices, a wider range of options, and more extensive opportunities for new construction, rehabilitation and conversion than competing jurisdictions. Baltimore also offers a variety of places to live, unmatched by its suburban neighbors in terms of quantity and quality of options and amenities. Improving and targeting City services will protect the values of residences and neighborhoods. This will improve the quality of City life, strengthen the housing market, and ensure that the City retains its competitive advantage as a place to live into the future.



LIVE

Goals, Objectives and Strategies

Like many other urban areas across the United States, in the past 40 years the City of Baltimore has suffered the consequences of rapid population loss and concentrated poverty. However, in the last decade, the City has proactively persevered to stave off these trends and has experienced not only the end of population loss but also a resurgence in the housing market and a rise in civic engagement regarding all aspects of urban life. The goals outlined in this plan aim to make the most of these positive developments and maximize the City's potential to be an outstanding place to **LIVE**:

Goal 1: Build Human and Social Capital by Strengthening Neighborhoods

Goal 2: Elevate the Design and Quality of the City's Built Environment

Goal 3: Improve transportation access and choice for City residents

The objectives and strategies that follow are designed to provide guidance to City agencies and officials as they attempt to improve the City. While the following section details the main methods by which the City will become an even better place to **LIVE**, the recommendations are closely related to recommendations in the **EARN**, **PLAY** and **LEARN** sections, as well as the recommendations referenced in the appendices.

LIVE

Goal 1: Build Human and Social Capital by Strengthening Neighborhoods

Objective 1: Expand Housing Choices for all Residents

- Develop and implement City- wide inclusionary housing plan
- Ensure that at least 300 more housing units per year are affordable to seniors, disabled, low- and fixed income households
- Expand eviction prevention services to help households retain their housing
- Ensure households that are involuntarily displaced from housing receive preference for public housing and Section 8 vouchers
- Target homeownership and rehabilitation loans as well as financial counseling using Housing Typology
- Create and preserve mixed-income neighborhoods in Competitive, Emerging and Stable neighborhoods with targeted disposition of City properties
- Eliminate homelessness City-wide

Objective 2: Strategically Redevelop Vacant Properties Throughout the City

- Establish a multi-tiered property tax to encourage development of vacant property and parcels
- Develop a vacant housing reclamation strategy for Transitional and Distressed neighborhoods

Objective 3: Maintain and Create Safe, Clean, & Healthy Neighborhoods

- Implement Crime Prevention Through Environmental Design (CPTED) standards
- Target housing and sanitation code enforcement using the Housing Typology
- Create a comprehensive City-wide sanitation plan
- Eliminate childhood lead poisoning
- Increase Substance Abuse Treatment City-wide
- Adopt and implement an Urban Forest Management Plan

Objective 4: Target Neighborhood Planning to Leverage Investment

- Create Area Master Plans in a targeted manner
- Leverage CIP resources in targeted areas using the neighborhood plans

Objective 5: Increase the City's Population by 10,000 Households in 6 Years

- Develop Growth Promotion Areas (GPAs) to absorb future population growth in the region.
- Market the City to surrounding jurisdictions and Washington DC

Objective 6: Improve neighborhood schools (See LEARN, Goal 1)

Goal 2: Elevate the Design and Quality of the City's Built Environment.

Objective 1: Improve Design Quality of Baltimore's Built Environment

- Develop design guidelines to respond to the unique character of Baltimore City
- Create and adopt a City-wide landscape ordinance
- Update building code to promote sustainable or high performance buildings through incentives and regulations
- Create standards for hiring design professionals to foster the design of high quality city projects

Objective 2: Streamline and Strengthen the Development Process

- Modernize zoning codes to meet current needs
- Improve efficiency of One-Stop Shop permitting center
- Increase number of zoning code enforcers
- Create a task force on interagency coordination for web-based, real time access to development projects

Objective 3: Promote Transit Oriented Development (TOD) and Mixed-use Development to Reinforce Neighborhood Centers and Main Streets

- Implement a Transit Oriented Development (TOD) strategy to foster stronger neighborhood centers
- Provide preferential capital funding for TOD projects
- Create mixed-use with residential zoning category
- Ensure all residents are within 1.5 miles of quality groceries and neighborhood services

Objective 4: Protect and Enhance the Preservation of Baltimore's Historic Buildings and Neighborhoods

- Update City-wide historic preservation guidelines
- Promote use of Maryland Building Rehabilitation Code
- Simplify, and actively pursue the local historic district designation process for Baltimore neighborhoods
- Create, expand and promote the historic structure tax credit programs for local historic districts and landmarks
- Strengthen CHAP ordinance enforcement by providing dedicated staff to proactively enforce CHAP guidelines
- Implement a program that physically demarcates the City's locally designated historic districts
- Create a fund/program that provides rehabilitation loans for low income families in locally designated historic districts

Objective 5: Improve Water Quality and the Environmental Sustainability of the Chesapeake Bay

- Adopt and implement the Comprehensive Water and Wastewater Plan
- Reduce pollutants in streams, rivers and reservoirs to meet Total Maximum Daily Load (TMDL) for each body of water

Goal 3: Improve Transportation Access and Choice for City Residents

Objective 1: Create a Comprehensive Transportation Plan to Improve Mobility and Choice

- Create a City-wide pedestrian plan
- Implement Bicycle Master Plan to create a complete bikeway system
- Implement Transportation System Management (TSM) techniques to improve the efficiency and safety of existing roadway system
- Create traffic- calming policies and procedures
- Target Pavement Maintenance Management System (PMMS) funding to bus routes and surface rail crossings

Objective 2: Facilitate Movement throughout the Region

- Create a regional authority to manage public transit services throughout the metropolitan area
- Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments
- Protect and create Rights-of-Way along existing and proposed rail lines
- Create intermodal transit hubs in areas of low automobile ownership
- Establish a development mitigation program to reduce congestion effects of new development

Goal 1: Build Human and Social Capital by Strengthening Neighborhoods

Objective 1: Expand Housing Choices for all Residents

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Develop and implement City-wide inclusionary housing plan	•	•	•	Increased number of rental and homeownership units affordable to households earning 30%–120% of AMI (\$21,656–\$86,625 for a 4-person household in 2005)	Planning, Housing, Finance, BDC, NPOs	Year 1-6	General Funds	Increase housing opportunities for low- and moderate-income households, Increase mixed-income neighborhoods

The City will develop an inclusionary housing plan to foster and retain a quality mix of affordable, accessible and visitable housing choices and mixed-income neighborhoods throughout Baltimore. For large development projects in the City, including those made possible via rezoning and/or public subsidy, the plan would create a set aside as “inclusionary” the definition of which would be determined by the type of project, whether rental or for-sale units. The additional costs of these inclusionary units to for-profit and not-for-profit developers will be offset through a wide range of tools including design flexibility, funding for inclusionary housing expedited review, bonus units, with possible exception criteria to provide some flexibility based on particular project and neighborhood market conditions. While some aspects of this program can be implemented immediately (e.g. when the City provides a major subsidy for large projects), the entire program will be established upon completion of the comprehensive rezoning project (See Chapter IX). The City Council has appointed a Task Force on Inclusionary Zoning and Housing to make more specific recommendations on such a plan. The goals of the Task Force are to create units affordable to the entire range of the workforce - home health aides, security guards, nurse’s assistants, EMT techs, artists, teachers, bank managers, computer engineers, and doctors-- as well as seniors, people with disabilities and others on fixed incomes.

Ensure that at least 300 more housing units per year are affordable to seniors, people with disabilities, homeless, and low-income households	•		•	Increased number of rental and homeownership units affordable to households earning 0%–80% of AMI (less than \$57,750 for a 4-person household in 2005)	Housing, Planning, NPOs	Years 1-6	General Funds, Federal Funds, State Funds	Increase housing opportunities for seniors, people with disabilities low- and fixed-income households
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This Plan sets forth a goal to increase its housing stock by 1,500 new or rehabilitated unit per year over the next 6 years. The City, private and not-for-profit developers all contribute to this increase already through markets and funds available to development. Primarily through the on-going efforts of Baltimore Housing, available grants and loans will be actively pursued to ensure that at least 20% or 300 new or rehabilitated units are affordable to the growing and existing senior; people with disabilities, low-income and/or homeless citizens of the City. This is also an integral part of the strategy for eliminating homelessness in the City.

Expand eviction prevention services to help households retain their housing	•		•	Reduce the number of renters evicted in the City	Housing, DSS	Years 1-6	General funds	Maintain affordable rental housing opportunities for low- income households
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As the City experiences continued growth and appreciating housing values, landlords within traditional affordable rental units may raise rents. The City should partner with the State’s current Eviction Prevention Program to do all that we can to support renters and enable them to maintain residency in our neighborhoods as those neighborhoods improve in condition and value. Assistance could include: Limited financial aid for rent or mortgage arrears, using CDBG, General, State, and/ or CSBG funds; Referrals to legal services for holdover petitions or disputes with landlord; confirming eligibility of clients for “one shot deal” or public assistance; creation of monthly educational seminars on budget and credit counseling services; and assistance in obtaining legal guidance

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Ensure households that are involuntarily displaced from housing receive preference for public housing and Section 8 vouchers	•		•	Reduce the number of homeless individuals in Baltimore	Housing	Year 1-6	Federal Funds	Maintain affordable rental housing opportunities for low-income households

This existing policy of Baltimore Housing should remain in place and be available to all persons who are involuntarily displaced from their homes due to natural disaster, public action, or due to intimidation stemming from either witnessing or being a victim of a crime.

Target homeownership and rehabilitation loans as well as financial counseling using Housing Typology	•		•	Increased homeownership rate, decreased turnover, decrease in mortgage defaults	Planning, Housing, NPOs	Year 1	Federal Grants, GO Bonds, General Funds	Increased personal equity and greater stability in transitional and emerging neighborhoods
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The Department of Planning, Baltimore Housing and The Reinvestment Fund have jointly developed a Housing Typology (see Appendix M). The primary purpose of the typology is to assist the City government and the non-profit organizations operating in the City to develop neighborhood strategies that better match available public resources to neighborhood housing market conditions. In addition, the typology can inform neighborhood planning efforts by helping neighborhood residents understand the housing market forces impacting their communities. Using the Housing Typology, Baltimore Housing and the many non-profit housing programs will have greater insight about where to target homeownership and loan products such as second mortgages, which will foster stability in neighborhoods, eliminate duplication of resources, and increase homeownership (see Appendix M). Financial counseling will also be conducted to inform residents of safeguards already in place to protect homeowners against excessive tax increases due in part to the rise in property values due to proximate development.

Create and preserve mixed-income neighborhoods in Competitive, Emerging and Stable neighborhoods with targeted disposition of City properties	•		•	Increased number of rental and homeownership units affordable to households earning 30%–120% of AMI (\$21,656–\$86,625 for a 4-person household in 2005)	Planning, Housing, BDC, BCPSS, DPW	Years 1-6	General Funds	Increase middle-income housing opportunities, Increase mixed-income neighborhoods
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City-held properties in Competitive and Emerging neighborhoods would be disposed of in a way that ensures retention and/or creation of mixed-income communities.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Eliminate homelessness City-wide	•		•	Decreased number of residents without a permanent home	Health, Housing, MOED, Planning	Years 1-6	General Funds	More stable neighborhoods, Greater access to social services

The City will create a 10-year plan to end homelessness with annual benchmarks to measure outcomes. Targeted and increased access to job-training, quality affordable housing, and healthcare are all necessary aspects of eliminating homelessness city-wide.

Objective 2: Strategically Redevelop Vacant Properties Throughout the City

Establish a multi-tiered property tax to encourage development of vacant property and parcels.			•	Adoption of State enabling legislation, Fewer vacant properties	Planning, Housing, BDC, Finance, Maryland General Assembly	Year 2-3	General Funds	Increased development activity, Stronger neighborhoods and commercial centers
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Currently, the City has a single tax rate for all properties based on assessed value. To encourage rehabilitation and redevelopment of vacant properties and discourage speculative holding, the City will create a more equitable property tax structure. The tax rate for properties that are vacant or have received Vacant House Notices will be higher to stimulate rehabilitation and redevelopment. To achieve this, the City will pursue State enabling legislation to alter the current structure, up to, and including a potential amendment to the Maryland Constitution.

Develop a vacant housing reclamation strategy for Transitional and Distressed neighborhoods			•	Fewer vacant residential properties	Housing, Planning, Law, Rec & Parks, Finance	Year 2	General Funds	Increased residential development activity, Stronger neighborhoods
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Project 5000 has been and will continue to be a successful program for addressing the disposition of vacant properties in Competitive, Emerging, and Stable neighborhoods as defined in Housing Typology (See Appendix M); this important initiative should continue. Additionally, an aggressive vacant housing reclamation strategy should be developed in Transitional and Distressed areas that considers the following: development of a database that inventories and tracks vacant and abandoned buildings and land parcels; buildings that are vacant/abandoned for more than 6 months must register and pay an annual sliding fee; abandoned property owners should be required to carry minimum insurance on property in case of damage to neighboring homes from collapse and/or fire; RFP's offered to CDC's, community organizations, and other interest groups to convert and/or purchase vacant lots and buildings into community gardens, parks, recreation areas, etc.

Objective 3: Maintain and Create Safe, Clean, & Healthy Neighborhoods

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Implement Crime Prevention Through Environmental Design (CPTED) standards			•	Standards added to Development Guidebook, Increased number of plans reviewed using CPTED standards, decreased crime rates	Planning, Housing, Police, Transportation	Year 1	General Funds	Lower expenditures for police response, higher property values

The City will implement CPTED design standards to create safer public spaces by reducing opportunities for crime. By creating 'defensible spaces' through measures such as activating ground floor areas, and improving lighting and pedestrian areas, the City will create public spaces that are safer and more utilized.

Target housing and sanitation code enforcement using the Housing Typology	•		•	Decreased number of vacant house notices, increased prosecutions, increased compliance with violation notices, increased CO'S	Planning/Housing/DPW	Years 1-6	General funds	Reduction of blight and Greater stability in neighborhoods
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Nearly 16,000 vacant or abandoned structures exist within the City of Baltimore. These properties have a detrimental effect on the neighborhoods in which they are located. The City already utilizes geographic data in enforcement activities to which the Housing Typology (See Appendix M) will enhance the targeted enforcement approach to return these properties to a productive use.

Create a comprehensive City-wide sanitation plan	•	•	•	Decreased number of 311 sanitation calls, Decreased litter throughout the city and Harbor	MCC, Health, Planning, DPW, MOIT	Years 2-3	General funds	Cleaner streets and water; more efficient sanitation procedures
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The streets, alleys, and sidewalks of Baltimore City are valued parts of the city's public infrastructure. Keeping these areas clean is vital to creating a positive image of the City and improving water quality. A comprehensive sanitation plan which includes such strategies as developing modern sanitation management practices, optimizing locations of trash cans, educating residents on how to help keep the city clean with an anti-dumping, anti-littering, and anti-polluting campaign, and investments in street cleaning, and sanitation equipment such as street sweepers, mobile vacuums, brooms, and shovels for sanitation personnel will improve the physical environment throughout the City. One of the goals of the plan will be a measureable reduction of non-recycled waste within the City.

Eliminate childhood lead poisoning	•	•	•	Decreased number of lead poisoning cases	Health, Housing, Planning	Year 1-6	Federal Grants, State Grants, General Funds	Improved public health for City children
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While redeveloping and rehabilitating residential and non-residential structures, as well as while improving school facilities, the potential exposure to lead must be addressed and mitigated. Safeguards should be in place to protect all residents, particularly children, from exposure to lead.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Increase Substance Abuse Treatment City-wide	•	•	•	Decreased relapse rate, Reduced drug treatment waiting list, Reduced rate of drug-related crimes	Health, DSS, State Dept of Health and Mental Hygiene, non-profit and for-profit treatment facilities	Years 1-6	Federal Grants, State Grants, General Funds	Reduced chemical dependency, reduced drug-related crime, increased productivity of residents

An estimated 60 thousand individuals in Baltimore are addicted to drugs and/or alcohol. Increasing the availability of effective drug treatment will save lives, reduce crime and rebuild families and neighborhoods. One of the City's top priorities is to reduce substance abuse and drug-related crime. Expanding the capacity of the public system will enable all city residents to have rapid access to high quality treatment services resulting in improved health and well-being for them, and their families and communities.

Adopt and implement an Urban Forest Management Plan	•		•	Increased number of street trees, Increased longevity of trees	Rec & Parks/ Forestry/ Planning/ DPW/ Transportation/ MD DNR/USFS/ Private Sector	Years 2-6	MVR, General funds, GO Bonds	Higher property values, lower energy costs. Improved air and water quality
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Planting trees and creating new standards for tree maintenance will help to ensure that public areas and public resources are aesthetic, protected, and sustainable. Baltimore will review and adopt an Urban Forest Management Plan that will increase efficiency of tree management and maintenance systems, improve the coordination between city agencies, and increase the survival rate and longevity of trees (see Appendix V).

Objective 4: Target Neighborhood Planning to Leverage Investment

Create Area Master Plans in a targeted manner			•	Adopted plans; Plan implementation strategies within the CIP	Planning, BDC, Housing	Years 1-6	General and CDBG funds	Positive neighborhood change through targeted planning
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The city has 271 neighborhoods; currently 40% of the city is covered by an adopted SAP, SNAP, or AMP (See Appendix Z). The goal is for every area in the city to have an adopted area master plan that is consistent with the CMP within 10 years. The process for developing these plans needs to be done in a targeted manner. Prioritization will be determined by a process which involves elected officials, assesses the ability to leverage public and private resources, and accounts for the likelihood of the plan to effect positive change and achieve comprehensive planning goals

Leverage CIP resources in targeted areas using the neighborhood plans	•		•	Increased tax revenue	Planning, Housing, MCC	Years 1-6	General Funds, GO Bonds, Revenue Bonds, Federal and state grants	Increased private investment
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Through the development of Area Master Plans, the City will develop neighborhood-specific strategies to target Capital Improvement dollars as well as leverage other resources to maximize investment and stabilize neighborhood real estate markets.

Objective 5: Increase the City's Population by 10,000 Households in 6 Years

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Develop Growth Promotion Areas (GPAs) to absorb future population growth in the region.	•	•	•	Increased opportunity for development in targeted areas	Planning, Housing	Implement 1 yr, ongoing	General Funds, GO Bonds, federal and state funds	More vibrant urban lifestyle, Increased number of developments

The City has the infrastructure, transit and school capacity for a significant increase in residents and the City will strategically attract additional resources and capital to capture a substantial part of future State growth. We welcome new residential development throughout the City and encourage a variety of new housing products to be built. There are areas with high holding capacity, but which require significant infrastructure improvements, more efficient transportation options and capital resource allocations to attract redevelopment. The Planning Department will develop Growth Promotion Areas (See Chapter IX) in order to attract additional population and investment.

Market the City to surrounding jurisdictions and Washington DC	•		•	Increased population	LiveBaltimore, BOPA, Housing, BDC	Year 1-6		More vibrant urban lifestyle, Increased property tax revenue
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Growth in Washington DC has become a significant driver of the growth in Baltimore's housing market. The City will continue marketing to potential residents and work with MTA to expand both the number of MARC cars and days of service to improve access to and from Washington for Baltimore residents.

Objective 6: Improve neighborhood schools (See LEARN, Goal 1)

Goal 2: Elevate the Design and Quality of the City's Built Environment.

Objective 1: Improve Design Quality of Baltimore's Built Environment

Develop design guidelines to respond to the unique character of Baltimore City			•	Increased number of plans using design guidelines	Planning, Housing	Years 2-6	General funds	More predictable and transparent design review process
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Current design guidelines are inefficient and outdated. Different types of design guidelines are necessary for different types of buildings and areas throughout the City.

Create and adopt a City-wide landscape ordinance			•	Improved air and water quality, Development projects that enhance surrounding communities, Reduction in impervious surfaces	DOP, BDC, Housing, Transportation, DPW, & Rec. & Parks Private Interest	Year 1	General Funds	Improved water quality and air quality; negative influences converted to assets; increase in property values
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Landscapes in Baltimore City range from forest and naturalized open space to residential developments of varying densities, often bordered by commercial corridors, urban streets, industrial and commercial centers. Institutions, such as schools, colleges, and houses of worship, also contribute to the varied landscape. Creating and adopting a landscape ordinance citywide will be a public process and would enhance the appearance of the City by establishing minimum design standards, currently not in place, which would further improve the design quality of the City's existing landscapes and streets. Development of these standards should encourage the use of native, non-invasive plants, trees and shrubs and encourage the reduction of chemical pesticides.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Update building code to promote sustainable or high performance buildings through incentives and regulations			<ul style="list-style-type: none">	Updated building codes to include sustainable performance regulations and incentives	Planning, Housing, DPW, BCPSS, BDC	Years 2-4	General funds	Increase in sustainable development, decreased demand on City Infrastructure

Translating current development activity into a lasting, quality built environment means promoting higher quality buildings and more sustainable and universal designs. Producing buildings which have greater longevity starts by building with materials which will stand the test of time and meet ADA requirements. Equally important is encouraging “green” or environmentally sensitive construction which will reduce demands for expensive utility infrastructure, help preserve the region’s delicate environment, and create more healthy living environments. Baltimore City’s Green Building Task Force released the final report with recommendations for policies and programs to promote building in compliance with Green Building (LEED) standards for new and rehabilitated private and public commercial and residential structures.

Create standards for hiring design professionals to foster the design of high quality city projects			<ul style="list-style-type: none">	Increased number of hirings made using the new process, Updated A&E board procedures, policies and appointments	All city agencies	Year 2-4	General funds	Higher quality design and construction
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Promoting high quality design should start with our city sponsored civic projects. We only need look to the past, at our great schools and courthouses to see the legacy of good civic design. By implementing “Design Excellence” we can utilize top design talent to design our civic projects to promote high quality architecture. Such a program would not necessitate spending more on more expensive buildings, but rather would simply match better designers with city projects to be more creative with our city’s built legacy. The public will benefit from improved spaces and buildings that will foster more involvement from the public in their local government.

Objective 2: Streamline and Strengthen the Development Process

Modernize zoning codes to meet current needs			<ul style="list-style-type: none">	Decreased number of zoning variances	Planning, BMZA, Housing, Law, MCC	Years 2-3	General funds	More predictable and transparent development process
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Current zoning policies are not flexible enough to accommodate current and future development (See Chapter IX for Future Zoning Recommendations). Existing zoning segregates uses, especially in commercial and industrial zoned areas. Flexibility should be the key factor to consider when revising the zoning code. To assist the development process, general building design and streetscape/landscape guidelines need to be adopted for the City as a whole. Design standards for residential and mixed-use areas should produce more consistent development patterns that also meet ADA requirements than those that have been developed to date. These patterns should reflect and respect historic patterns in Baltimore while providing flexibility for contemporary development and design solutions. There should be transparency in the design review process.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Improve efficiency of One-Stop Shop permitting center			•	Fewer 311 calls for permit violations	Housing, Planning, DPW, Transportation	Years 2-6	General Funds	Increased accuracy in permitting process

In order to improve the efficiency and accuracy of permits issued through the One-Stop Shop permitting center, the City will automate the referrals process for agency approval so that it's mandatory and not permission-based. This will require increased coordination among City agencies and more accurate databases for allowed development in different parts of the City.

Increase number of zoning code enforcers			•	Fewer zoning violations	Housing	Year 1	General Funds	Greater consistency in zoning code application
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The purpose of zoning is to guide development in the City by setting density and use restrictions within the different categories in the code. In order to enforce existing and proposed zoning regulations, the City needs sufficient resources and code enforcers to monitor development and implement the comprehensive rezoning project (See Chapter IX).

Create a task force on inter-agency coordination for web-based, real time access to development projects			•	Creation of Task Force	MOIT, Planning, Housing, DPW, Transportation, BDC	Year 1	General funds	Easier access to development information City-wide
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City agencies must continue to work together to link databases in real time so that development projects are easily accessible to city government, developers, businesses and residents. Create map-based Web site to effectively market redevelopment sites including property information, and applicable development incentives. Interagency coordination is needed to ensure non-private information pertaining to development projects is comprehensive. This information would also be used to annually monitor the City's development (holding) capacity (See Appendix N).

Objective 3: Promote Transit Oriented Development (TOD) and Mixed-use Development to Reinforce Neighborhood Centers and Main Streets

Implement a Transit Oriented Development (TOD) strategy to foster stronger neighborhood centers		•	•	Reduced number of car trips, increased mass transit ridership, increased pedestrian activity	Planning/BMZA/ Housing/Law/ Mayor and City Council/Transportation	Years 2-4	General funds	Increased development and property values near transit stations
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Baltimore will focus on implementing a set of related policies that allow for and encourage increased development near existing and proposed transit stations in the City (See Appendix D). One of the broad objectives of TOD is to enhance the character, safety and sense of place in neighborhoods near transit stations, and promote a broad range of housing choices. In order to pursue these objectives, land use strategies are necessary including a TOD station area zone district, a coordinated land acquisition plan that reflects economic development goals, and regulatory incentives that encourage intensified development near transit.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Provide preferential capital funding for TOD projects	•		•	Increased development in TOD areas	All city agencies	Years 2-4	General Funds, GO Bonds, federal and state funds, other	Increased tax base and density

Utilize the City's Capital Improvement Program (CIP) to encourage residential and commercial development that adheres to TOD principles and guidelines in close proximity to transit areas (See Appendix D). Projects that meet these factors will receive high priority when used to determine which projects are financed using CIP funding.

Create mixed-use with residential zoning category		•	•	Decreased number of variances for mixed-use and fewer URP's, Increased mixed-use in neighborhood centers	Planning/BMZA/ Housing/Law/ Mayor and City Council	Years 2-4	General funds	Increased tax base and density
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Many of the City's older neighborhoods were developed at a time when mixed-use development was the norm. However, most of the City's current zoning districts are single use, effectively zoning out the development of new mixed-use areas. Within the existing code, "Business" and "Office-Residential" zoning districts permit a mixture of uses, but they are not designed to produce residential areas with core neighborhood services. Mixed-use with residential zoning would allow the preservation and replication of the best of Baltimore City's historic neighborhoods and facilitate the creation of new models of mixed-use development to accommodate modern ways of living and working in an urban environment. Such zoning would allow mixed-use development by right, avoiding the time-consuming urban renewal and planned unit development processes that today are used to achieve mixed-use development in many areas of the City (See Chapter IX for Future Zoning Recommendations).

Ensure all residents are within 1.5 miles of quality groceries and neighborhood services			•	Increased number of grocery stores and neighborhood services	Health, BDC, Planning	Years 1-6	General funds	Greater access to quality foods and services, Better public health
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It is imperative that every city resident has access to and is aware of quality, fresh food and daily services. For many years, residents have not had easy, proximate access to quality food, in particular. Since 2000, the city has attracted at least 19 supermarkets and grocery stores through the City's Grocery Store Initiative. The city needs to market itself to show that it already has the demographics and density to support these businesses. Residents will also be made aware of healthy food options and other neighborhood services in the area.

Objective 4: Protect and Enhance the Preservation of Baltimore's Historic Buildings and Neighborhoods

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Update City-wide historic preservation guidelines			•	New guidelines adopted for each district, increased number of permits in each district	Planning, CHAP, Housing	Year 2-6	General funds	Expedited and higher quality new development

The guidelines for new construction and rehabilitation in local historic districts will assist developers in the design and maintenance of buildings located in the City's local historic districts. The guidelines will be tailored to reflect the diverse architectural character and historical significance of all districts in the City. The updated guidelines will be user-friendly and provide predictability for developers and property owners at all levels of experience in preservation.

Promote use of Maryland Building Rehabilitation Code			•	Increased number of rehabilitation of historic structures	Housing, Planning	Year 1-6	General funds	Quality rehabilitation of historic areas, Return of vacant structures to productive use
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In 2001, the State of Maryland adopted the Maryland Rehabilitation Code, which became effective throughout the State, including the City of Baltimore. Since then, the Code has facilitated the rehabilitation of a number of older and historic buildings in the city. However, many older buildings sitting vacant or underutilized could benefit from the Code.

Simplify, and actively pursue the local historic district designation process for Baltimore neighborhoods			•	Increase the number of districts	CHAP, Planning Commission, Planning	Year 1-6	General funds	Increase property tax revenue and assessment and increase rehabilitations with tax credits
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CHAP will revise the local designation process in order to shorten the time for local designation to nine months on average. Also, Planning staff will actively pursue historic designation in areas where documentation and research regarding historic significance has already been compiled.

Create, expand and promote the historic structure tax credit programs for local historic districts and and landmarks			•	Increased tax credit applications, Increased assessed values, increased number of rehab permits, increased new/infill constructions	Planning, CHAP, MCC, Finance	Years 1-6	Historic tax credits, General Funds	Increased investment in historic properties and neighborhoods
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City Council and the Department of Finance will create a new tax credit that will be targeted to locally designated historic properties. The City will also actively promote the availability and use of existing tax credits. A focus on locally designated properties will bring more investment to Baltimore's historic resources and increase the number of properties designated under the protection of local historic designation.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Strengthen CHAP ordinance enforcement by providing dedicated staff to proactively enforce CHAP guidelines			•	Increased number of violation notices issued, stop work orders and court cases enforcing the CHAP ordinance	Planning, CHAP, Housing, Law	Years 1-6	General funds	More structures within historic districts that adhere to preservation guidelines

There are over 8,000 buildings in local CHAP districts that require proactive enforcement of the CHAP ordinance. This strategy aims to ensure that there are a dedicated staff of code enforcement officers and construction and building inspectors who are well-trained to specifically enforce the CHAP guidelines. All CHAP enforcers and inspectors will need specialized education and training on the CHAP ordinance and CHAP areas in the City.

Implement a program that physically demarcates the City's locally designated historic districts	•		•	Increased number of physical improvements in local historic districts, Increased number of locally designated districts	Planning, CHAP, DPW, Rec. and Parks, Transportation, Libraries, Housing, BCPSS, BDC	Years 1-6	MVR, General Funds	More attractive local districts
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Baltimore's locally designated districts are spread throughout the City, but some are not identified by markers to demarcate a neighborhood as a historic district. Appropriate signage, lighting and gateway signage will make the areas stand out to local residents and visitors.

Create a fund/program that provides rehabilitation loans for low income families in locally designated historic districts	•		•	Number of houses rehabilitated made possible by the loans	Planning, CHAP, Finance, Housing	Years 1-6	General funds, GO Bonds, federal and state grants	More attractive mixed income communities which attract investment
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The creation of a program that provides rehabilitation loans for low income individuals and families to complete exterior renovations according to CHAP guidelines in locally designated historic districts will promote investment, reduce blight, and ensure that longtime residents will not be forced out of their homes by gentrification. Historic properties within local historic districts and within distressed, transitional, and stable neighborhoods as identified by the Baltimore City's Housing Market Typology will be eligible for this program. Housing and CHAP will administer the program.

Objective 5: Improve Water Quality and the Environmental Sustainability of the Chesapeake Bay

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Adopt and implement the Comprehensive Water and Wastewater Plan	•		•	Reduced nutrient loading in drinking water; Less discharge into the Bay	DPW, Planning, Transportation	Year 1	General funds	Clean drinking water for entire Baltimore region, Less pollution in the Bay

The objective of the City's 2006 Comprehensive Water and Wastewater Plan is to guide the development of the ultimate water and wastewater systems consistent with population growth, comprehensive planning, and economic development so that an ample supply of water may be collected, treated and delivered to points where needed and so that collected wastewaters may be treated and disposed of to prevent or minimize adverse effects on legitimate water uses.

Reduce pollutants in streams, rivers and reservoirs to meet Total Maximum Daily Load (TMDL) for each body of water	•		•	TMDL requirement met for area streams, rivers and reservoirs	DPW, Planning, MDE, DNR	Years 1-6	MVR, General Funds, GO Bonds	Clean drinking water for entire Baltimore region, Less pollution in the Bay
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A TMDL (Total Maximum Daily Load) establishes the maximum amount of an impairing substance that can enter a body of water and still meet water quality standards. Total Maximum Daily Loads (TMDLs) are a requirement, found in §303(d), of the federal Clean Water Act (CWA) that became law in 1972 and are a tool for implementing State water quality standards. They are based on the relationship between pollution sources and in-stream water quality conditions. Non-point source controls may be established by implementing Best Management Practices (BMPs, See PLAY, Goal 3, Objective 2, Strategy 2) through voluntary or mandatory programs for enforcement, technical assistance, financial assistance, education, training, technology transfer, and demonstration projects.

Goal 3: Improve Transportation Access and Choice for City Residents

Objective 1: Create a Comprehensive Transportation Plan to Improve Mobility and Choice

Create a City-wide pedestrian plan	•		•	Increased pedestrian level of service, decreased pedestrian-involved accidents	Transportation, DPW, Planning	Years 1-6	Federal DOT, GO Bonds, General funds, MVR	Improved environment for walkability, Connectivity between destinations, Increased pedestrian safety, Improved public health
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This element will be an integral part of the comprehensive transportation plan. In order to ensure pedestrian safety and overall walkability within and among the City's neighborhoods, the City will develop a pedestrian plan to target sidewalk, crosswalk, lighting and signal improvements and deploy modern and accessible pedestrian safety technologies near and between neighborhood centers, schools, business and transit areas. This strategy will provide safer trips for residents and tourists in our neighborhoods and business centers. This will improve connections between schools, transit areas and neighborhoods. Enhancing pedestrian facilities around transit stops would also make use of public transportation more attractive and viable.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Implement Bicycle Master Plan to create a complete bikeway system	•		•	Increased number of bike lane miles, Increased bike use	Planning, Transportation, Rec & Parks	Years 1-3	GO Bonds, General funds, MVR	Less air pollution alert days, Improved public health

This element will be an integral part of the comprehensive transportation plan. Create dedicated bikeways for safety and mobility by incorporating bicycle-friendly elements in all major renovations and new construction as outlined in the Bicycle Master Plan. Ensuring connectivity of the bikeways in accordance with the Bicycle Master Plan will let more people use bikeways for commuting, errands or recreation. This would create alternatives to vehicular trips, which create air pollution, cause congestion and threaten pedestrian safety

Implement Transportation System Management (TSM) techniques to improve the efficiency and safety of existing roadway system	•		•	Reduced traffic violations, reduced traffic-related accidents, reduced congestion, reduced air pollution	Planning, Transportation, MDOT, BMC, SHA	Years 1-6	General funds, MVR	More efficient roadway system
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The City has a well-established roadway system that needs to be maintained and improved to ensure safety and efficiency of movement. Transportation System Management techniques include traffic signal enhancements and intersection improvements. These efforts will be coordinated with Baltimore and Anne Arundel counties to ensure seamless integration of the roadway networks.

Create traffic-calming policies and procedures	•		•	Increased traffic calming measures, speed reduction in residential areas	Planning Transportation	Years 1-6	GO Bonds, General funds, MVR	Reduced accidents; Increased real estate values; Decreased impacts from traffic
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Speed humps, bump-outs, and other traffic-calming devices will reduce the speed and impact of traffic, improving the quality and safety of City neighborhoods and the urban environment. The policy will spell out what traffic calming measures are available, where they are appropriate, and how they can be requested. Some measures, notably speed humps and rumble strips, are done in-house. Other measures such as islands and “chokers” are capital improvements. A traffic-calming program will be initiated with CIP funds.

Target Pavement Maintenance Management System (PMMS) funding to bicycle and bus routes and surface rail crossings	•		•	Increased number of miles resurfaced on transit routes	Transportation	Years 1-6	GO Bonds, General funds, MVR	Less capital costs to maintain roads, improved road surfaces
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The Pavement Maintenance Management System was started a year ago by Baltimore City Department of Transportation. The program preserves and prolongs the lifespan of road surfaces by maintaining them before they deteriorate. Priority will be given to bicycle and bus routes to support public transportation and maximize the potential number of people who benefit.

Objective 2: Facilitate Movement throughout the Region

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Create a regional authority to manage public transit services throughout the metropolitan area			•	Creation of regional board, increased ridership	MTA, BRTB, MDOT, Transportation, Mayor's Office, Maryland General Assembly, Governor's Office	Years 2-6	General funds	Better and more responsive transit service

Transit systems are generally controlled by the areas that they serve. It ties the responsibility, responsiveness and control of transit to those who most directly use and benefit from it. Currently, the State of Maryland controls the Baltimore region's transit system. This situation is highly unusual, existing only in a handful of other transit systems. This strategy aims to develop an authority with city, regional, and state partners that integrates and improves public transit and paratransit services throughout the region.

Support efforts to implement the Baltimore Regional Rail Plan and its Red and Green Line priority segments	•		•	Increased number of Passenger Rail Lines in the region, Increase in "transit mode share" (share of all trips made via public transportation) for people who either live or work in the City, Increased number of households and jobs 1/3-mile from existing and future rapid transit stops in City	MTA, BMC, MDOT, Transportation, Housing, Planning	Years 1-6	FTA New Starts, MVR, CTP, MDOT and MTA	Transit Investments boost local economy and enhance competitiveness in attracting new business.
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The Baltimore Region Rail Plan as developed in 2002 is moving forward with portions of the Red and Green Lines as top priorities (See Appendix O). To realize these projects, City agencies will work with surrounding businesses and communities to explore and plan for the most appropriate economic development and related infrastructure (e.g. street improvements, traffic signals, safe pedestrian pathways) along these priority lines. The City will also collaborate with surrounding communities and businesses, other local jurisdictions, and the Maryland Transit Administration (MTA) to provide advice on preferred alignments, station locations, technologies, and system features. Those recommendations will be geared toward helping the City realize its transit-oriented development strategy and neighborhood revitalization goals and also toward making the project competitive for federal transportation funds. In addition, the City will work with City, State, and federal elected officials to develop viable funding strategies for construction of new transit lines and related economic development.

Protect and create Rights-of-Way along existing and proposed rail lines	•		•	Increased rail miles	BDC, Housing, DPW	Years 1-6	General funds	Improved transit options
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In order to realize an expanded transit system of either MARC or Amtrak such as the one detailed in the Baltimore Regional Rail Plan (See Appendix O), the Rights-of-way (ROW) needed for alignments identified for proposed transit and highspeed rail (MAGLEV) need to be preserved.

Strategy	Capital	Zoning	Policy/ Operations	Measurable Outcomes	Implementing Bodies/Agents	Timeline	Funding Source	Return on Investment
Create intermodal transit hubs in areas of low automobile ownership	•		•	Increased transit ridership	MTA, Planning, Housing, Transportation	Years 1-6	GO Bonds, General funds, MVR	Improved transportation accessibility and employability

Over 30% of City residents have no cars; it is the City's priority to provide and support transit service for residents who choose not or can't afford to own cars. In order for Baltimore City to realize its potential as an employment center for the 21st century, the City must partner with public and private entities to expand and enhance transportation options in the region. Creating transit hubs in areas of low automobile ownership as well as connecting these hubs to destinations (e.g. work, school, recreation, daily activities) will increase the efficiency of transit usage for city residents.

Establish a development mitigation program to reduce congestion effects of new development.			•	Creation of Traffic Reduction Ordinance	Planning/ Transportation/ BDC/ Finance/ Housing/ MCC	Year 1	General funds	Reduced impact on congestion of new development
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Strengthen traffic impact study (TIS) requirements and explore development impact fees to ensure that new development in the City's congested neighborhoods is adequately supported by transportation infrastructure and services.